

APPENDIX F

TRAINING PLAN DEVELOPMENT

A. Purpose

This appendix alerts manpower and personnel planners to some of the training requirements which the installation mobilization plan should consider. It excludes formal programs, such as Service schools, training" programs, and other centrally established and controlled activities.

B. TRAINING PLAN ESSENTIALITY

1. Mobilization manpower changes. At many installations, mobilization increases workload and new positions, and changes positions and responsibilities of assigned personnel.

2. Timeliness. Many of these changes must be made rapidly. Frequently, training is the most expeditious and productive way to accommodate these changes and match available skills to those required. This requires as much preplanning as possible. In some cases, training is feasible during peacetime; in other cases, it must be done after mobilization begins.

C. TRAINING PLAN FORMULATION

1. Estimation of requirements. Training plan formulation begins with an estimation of requirements for the various types of training needed to qualify people with different backgrounds.

2. Staffing plan. The installation's completed staffing plan, based on its total mobilization authorization, provides the basis for these estimations. This plan identifies the personnel source for filling each authorized mobilization position. It designates positions as military or civilian and identifies those that will be filled by new hires, transfer with promotion or expanded responsibilities, cadre personnel, or transfers to different positions. When preassignment of retirees and **IRR** is minimal, the installation probably will determine many detailed training requirements on a post M-day basis. Preplanning is appropriate where large numbers of individuals are preassigned. All installations should use **IMA's** during their two weeks of annual active duty for training in their mobilization assignments to maintain skill currency. Preplanning the civilian personnel training program is more credible since most training requirements are determined locally, are less susceptible to change, and the training capability is more readily identifiable. Also, much of the required training can be accomplished prior to M-day.

3. Sources of personnel. There is a variety of personnel sources for filling these mobilization manpower requirements. The following list is representative:

PERSONNEL SOURCES

<u>MILITARY</u>	<u>CIVILIAN</u>
Non-prior service personnel	Local (installation) excess
Mobilized retirees	Overseas evacuees/returnees and family members
IMAs	Local transfers/promotions
Non-deployables	Excess Federal employees in area
Excess personnel due to reduced/terminated missions or inactivations	Retired Federal employees
Prior service volunteers	DoD Priority Placements
IRR	Interns
	New hires

4. Types of training. The training needs of personnel from these varied groups **will** differ. For example:

TYPES OF TRAINING

Refresher training	To bring a person with basic but non-current knowledge of a particular skill up to date with state of the art techniques, procedures, and materials
Retraining	To provide basic knowledge in a new skill so that the individual can operate at a minimum level of proficiency

Cross-training	To provide basic knowledge of a new skill for emergency use while maintaining proficiency in a primary (different) skill.
Supervisory training	Enhancing the journeyman's basic skill by providing training in personnel relations, management, labor relations, etc.
On-the-job training	To increase skill proficiency by actually working in a specific position under close supervision.

5. Other considerations. Training plans should identify required training facilities, sources of instructors and training materials, and the general course contents, if appropriate. The installation should determine the need for external resources, such as vocational schools, trade organizations, expanded apprenticeship programs, and skills that require assistance from higher headquarters to satisfy the demand.

D. REFERENCES

Appendix C, "Typical Planning Guidelines", contains a number of training guidelines that expand on the responsibility of each Service to determine the need for and frequency of refresher training.